



INDIANOLA POLICE DEPARTMENT

2018 Overview and Analysis of Police
Operations and Staffing



OVERVIEW & SCOPE OF STUDY

- ▶ Analysis of IPD Calls for Service, Staffing and Deployment
- ▶ Analysis of Uniform Crime Reporting Data and Associated Crime Trends
- ▶ Analysis of Departmental Operations
- ▶ Analysis of Departmental Space Allocation
- ▶ Survey of Police Personnel

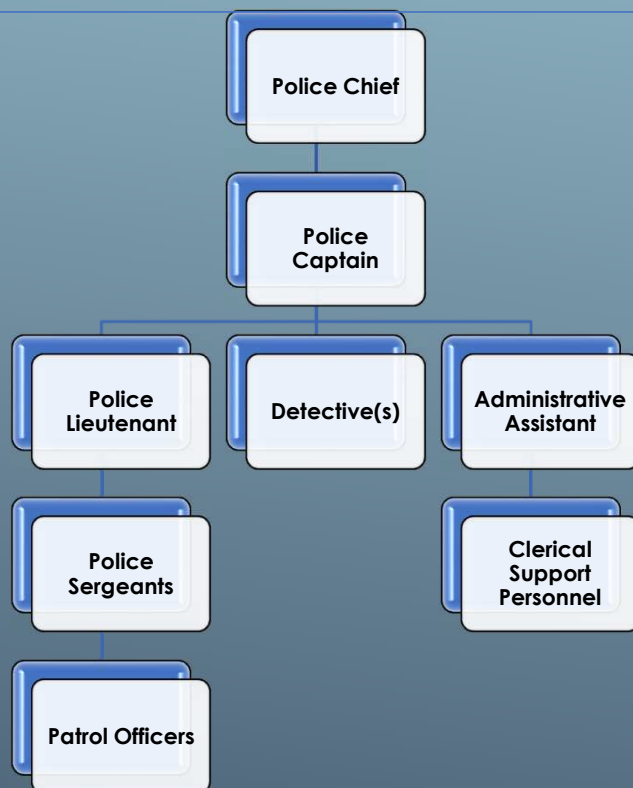


- ▶ Location and proximity to Des Moines metro region
- ▶ 11.2 square miles with population of over 15,000
- ▶ One-percent per year annual growth (16,000 by year 2020)
- ▶ 21,000 vehicles per day on US 65 and SR 92 (2016)
- ▶ Median age – 33 (31% of IPD arrests)



COMMUNITY PROFILE





Currently
Authorized
20 Officers

IPD ORGANIZATIONAL STRUCTURE



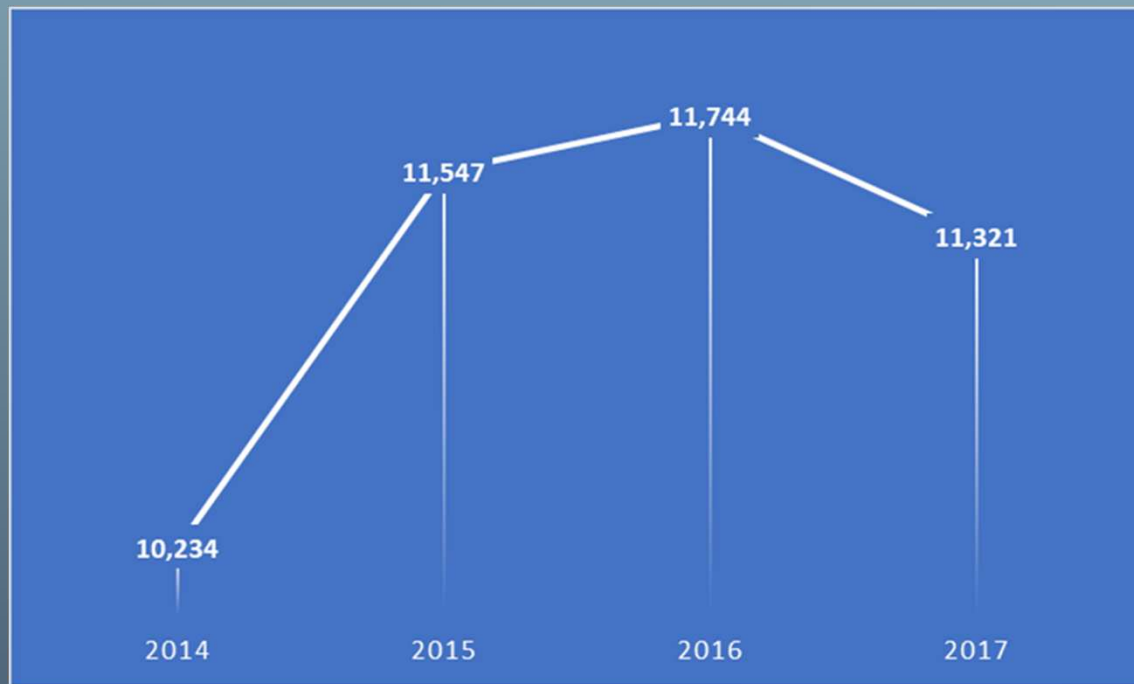
10-Hour Shifts

- ▶ increased coverage during peak hours of activity;
- ▶ improved job satisfaction, teamwork and morale;
- ▶ increased performance;
- ▶ reduced response time and reductions in crime;
- ▶ reduced costs for officers and agencies;
- ▶ increased in-service training periods;
- ▶ increased amounts of time off for personal pursuits/family activities; and
- ▶ reductions in accidents and complaints against officers



SHIFT PATTERNS





- ▶ 45,000 CFS (2014-2017)
- ▶ 11% overall increase
- ▶ 600 CFS per officer
- ▶ 9 minute response time
- ▶ 30-45 minutes average

TOTAL IPD CALLS FOR SERVICE



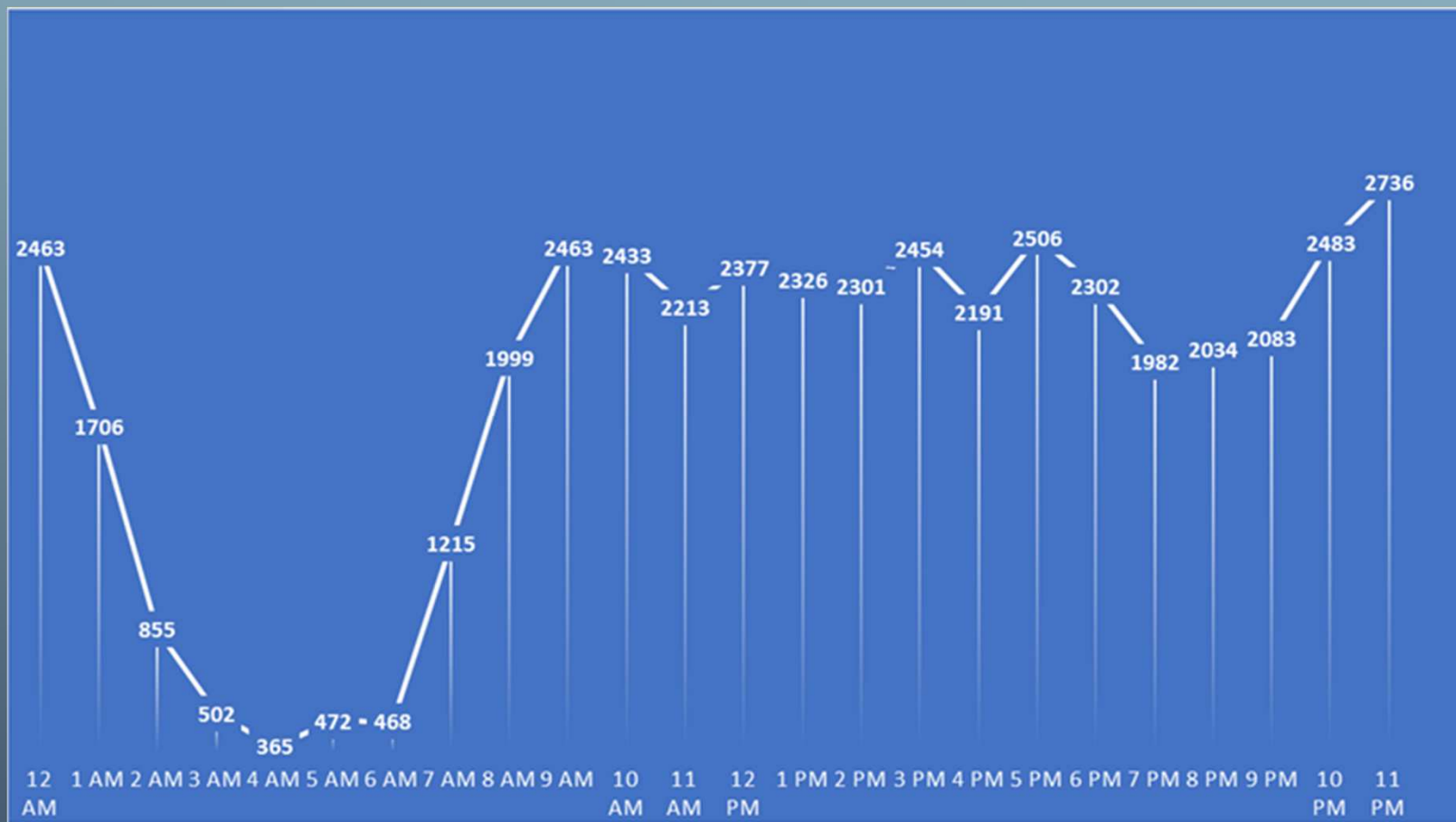
Monthly Activity



Day of Week Activity



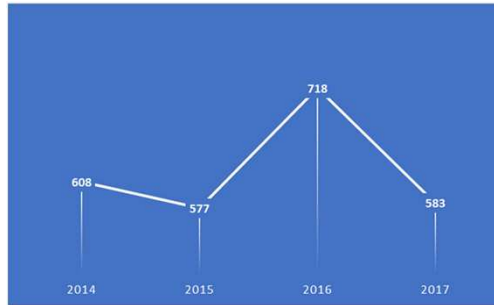
CFS ACTIVITY BY MONTH AND DAY OF WEEK



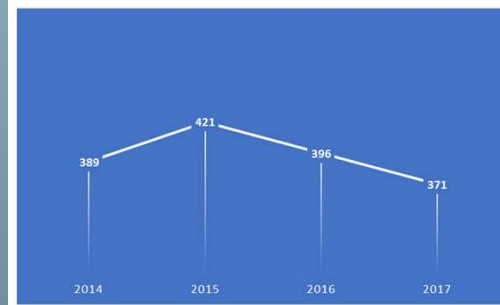
CFS BY HOUR



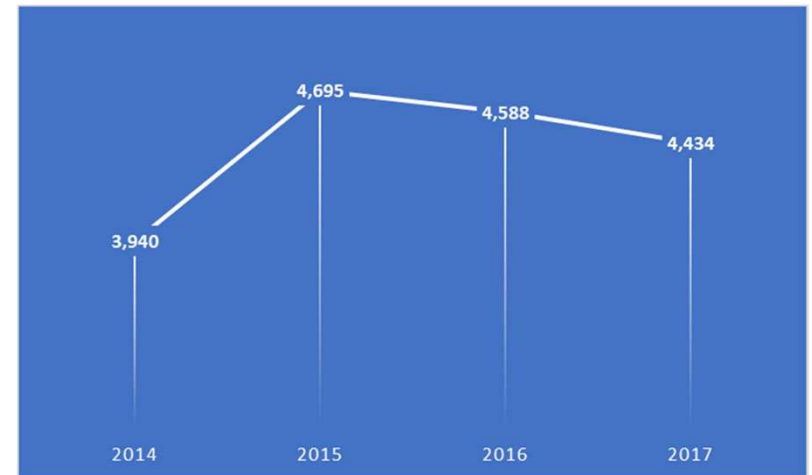
IPD ACTIVITY TRENDS



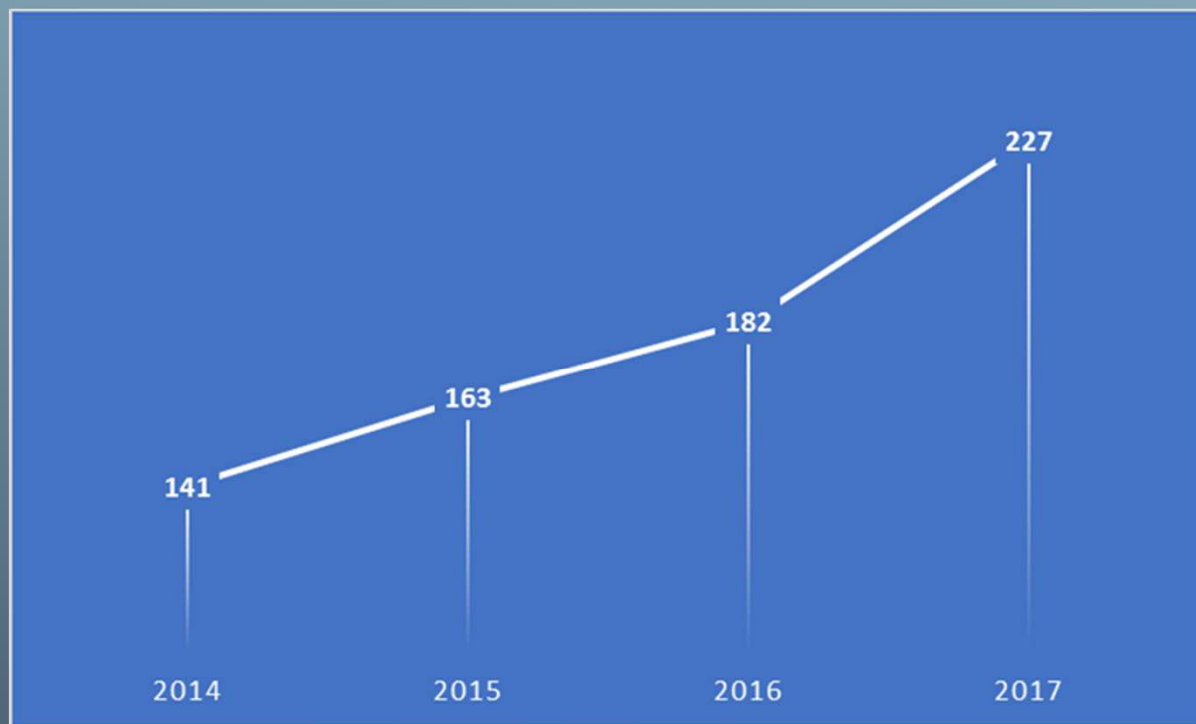
Arrests



Traffic Crashes



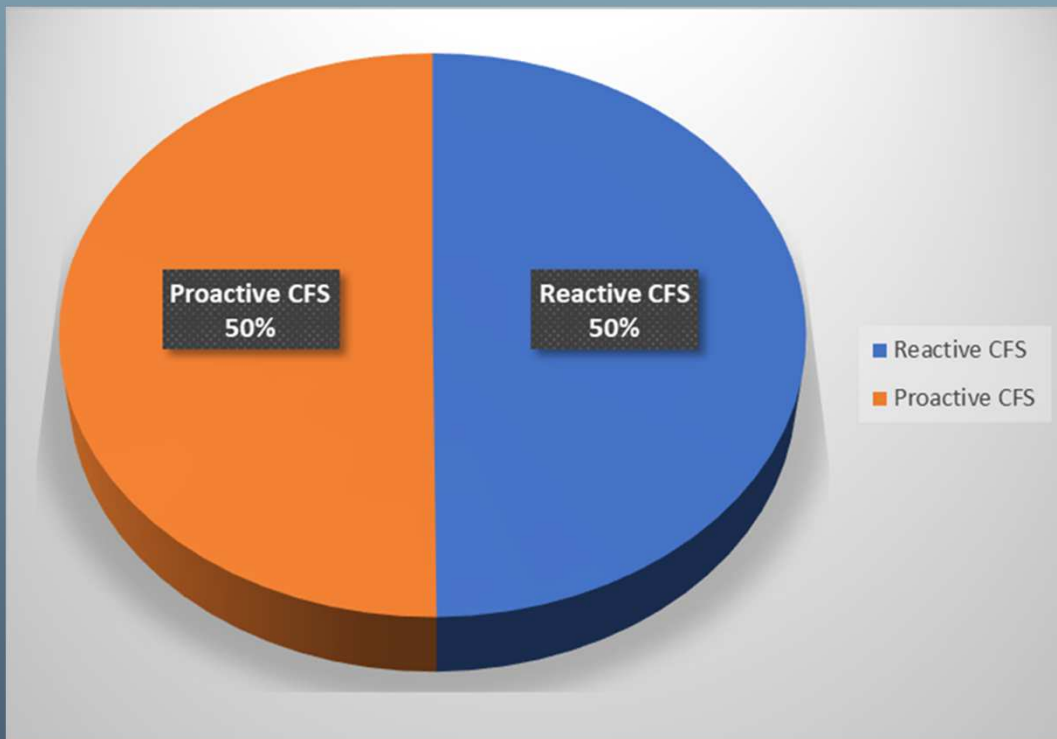
Traffic Stops



- ▶ 61% increase since 2014
- ▶ One detective utilized in 2017
- ▶ Road officer duties

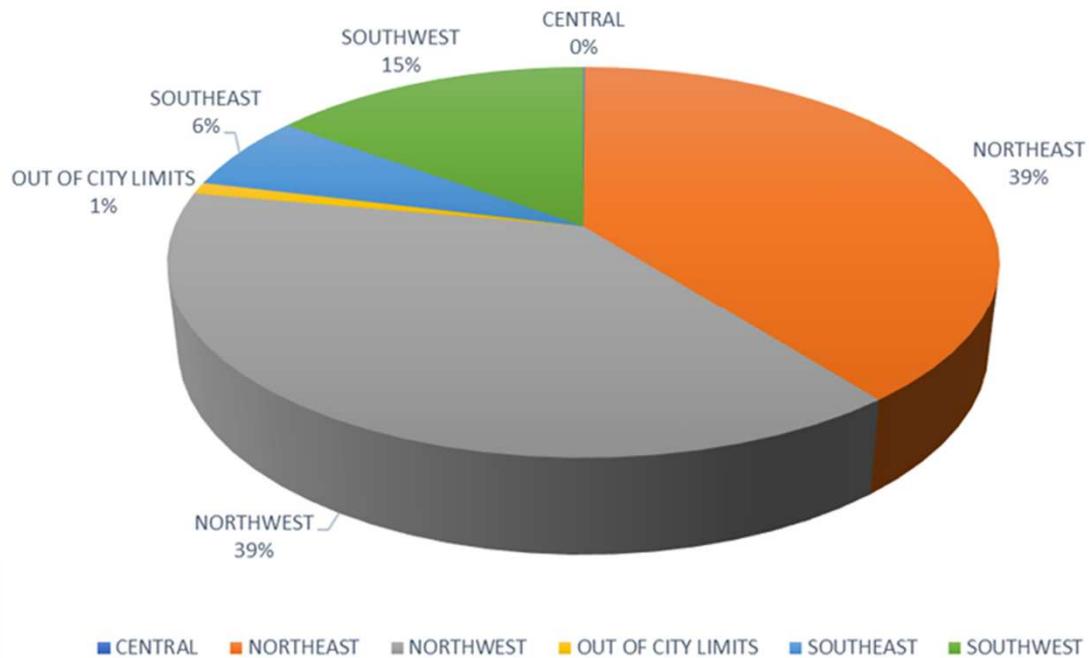
IPD DETECTIVE CASES





CFS BY CLASSIFICATION

- ▶ 40% proactive is industry standard
- ▶ IPD - 50%
- ▶ Community policing is dependent on officer availability



- ▶ 54% occurs in northeast and southwest zones
- ▶ Multifamily housing areas

CFS BY ZONE DESIGNATION



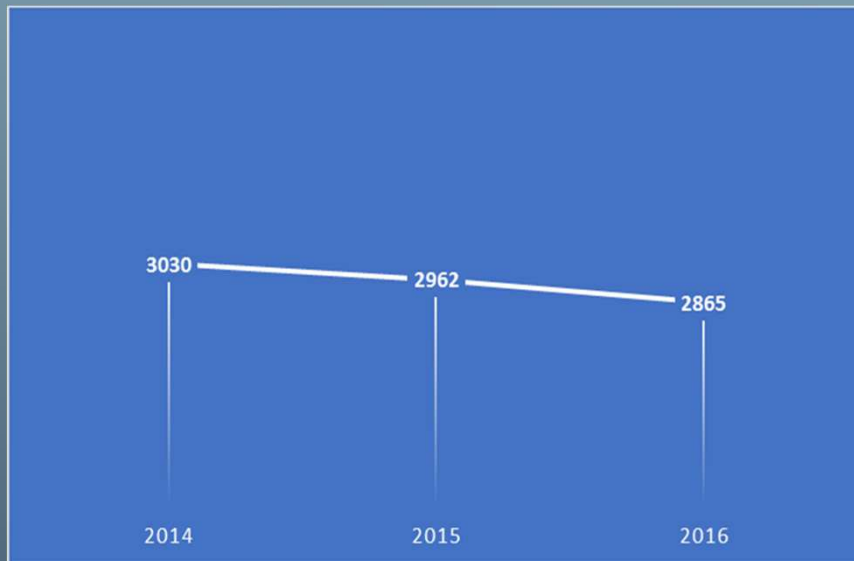
City	Population	Total LE Employees	Sworn	Non-Sworn	Ratio	Violent crime	Property crime	Total Offenses	Crime Rate (per 100K)
Burlington	25,376	47	43	4	1.69	205	1,035	1,240	4,887
Muscatine	24,010	43	40	3	1.67	160	547	707	2,945
Fort Dodge	24,557	46	40	6	1.63	143	987	1,130	4,602
Coralville	20,957	37	33	4	1.57	58	670	728	3,474
Ottumwa	24,543	47	38	9	1.55	102	1,085	1,187	4,836
Altoona	17,503	29	26	3	1.49	31	528	559	3,194
Newton	15,102	27	22	5	1.46	54	452	506	3,351
Clive	17,836	27	24	3	1.35	27	327	354	1,985
Indianola	15,601	22	20	2	1.28	93	354	447	2,865
Johnston	21,635	29	27	2	1.25	26	225	251	1,160
North Liberty	16,458	21	20	1	1.22	52	121	173	1,051
Waukee	20,186	22	20	2	0.99	6	42	48	238

- ▶ IPD law enforcement ratio – 1.28
- ▶ Cohort agency average – 1.43
- ▶ Midwest average (FBI) – 1.7
- ▶ Nationwide average (FBI) – 1.9
- ▶ Indianola – 8th highest crime rate
- ▶ 9th lowest police officer ratio

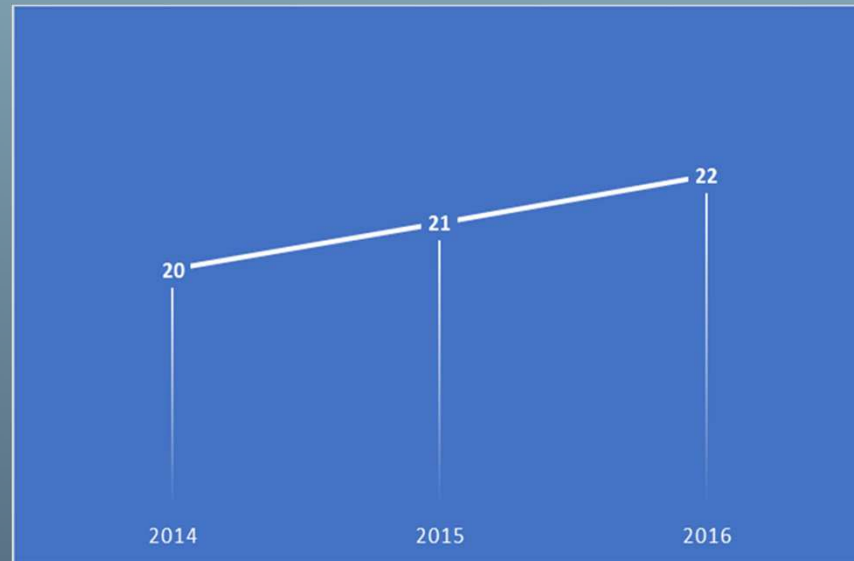
2016 UCR TRENDS



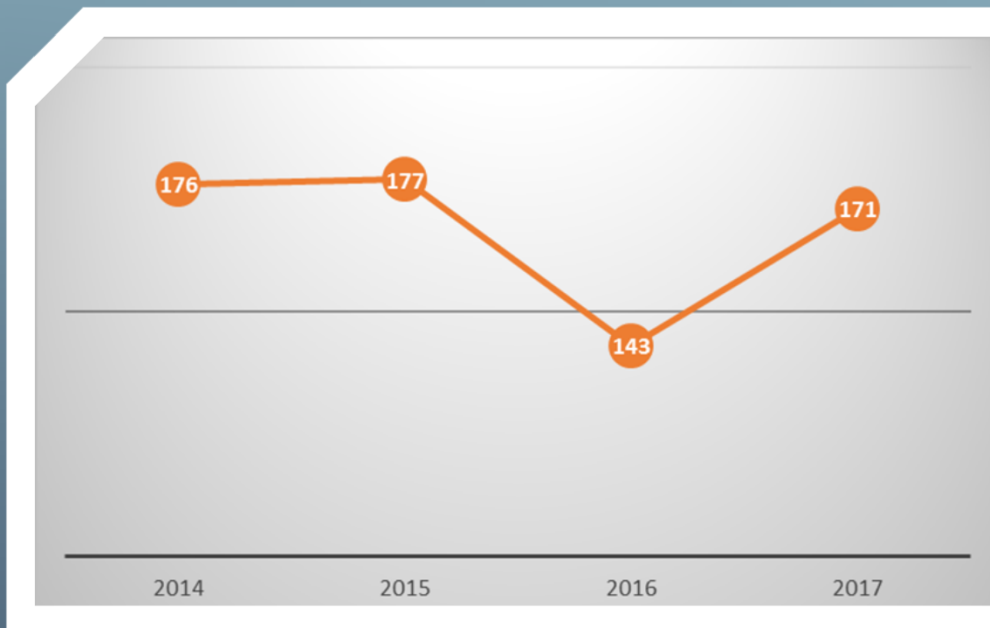
Indianola Crime Rate



IPD Staffing Levels



UCR CRIME RATE TO STAFFING COMPARISON



SIMPSON COLLEGE CFS



Year	Average Per Capita Ratio Among Cohort Agencies	IPD Per Capita Ratio
2014	1.42	1.19
2015	1.40	1.23
2016	1.43	1.28

FBI Per Capita Average 2016	IPD Minimum Staffing 2020	Iowa Cohort Group Average 2016	IPD Minimum Staffing 2020
1.7 per 1000	27 Officers	1.43 per 1000	23 Officers

PER CAPITAL ANALYSIS





- ▶ Consider population, call load, crime rate, etc.
- ▶ Best method for IPD situation
- ▶ 10-hour shifts
- ▶ Minimum of 3 officers each shift
- ▶ Requires minimum of 4 additional officers

MINIMUM STAFFING ANALYSIS

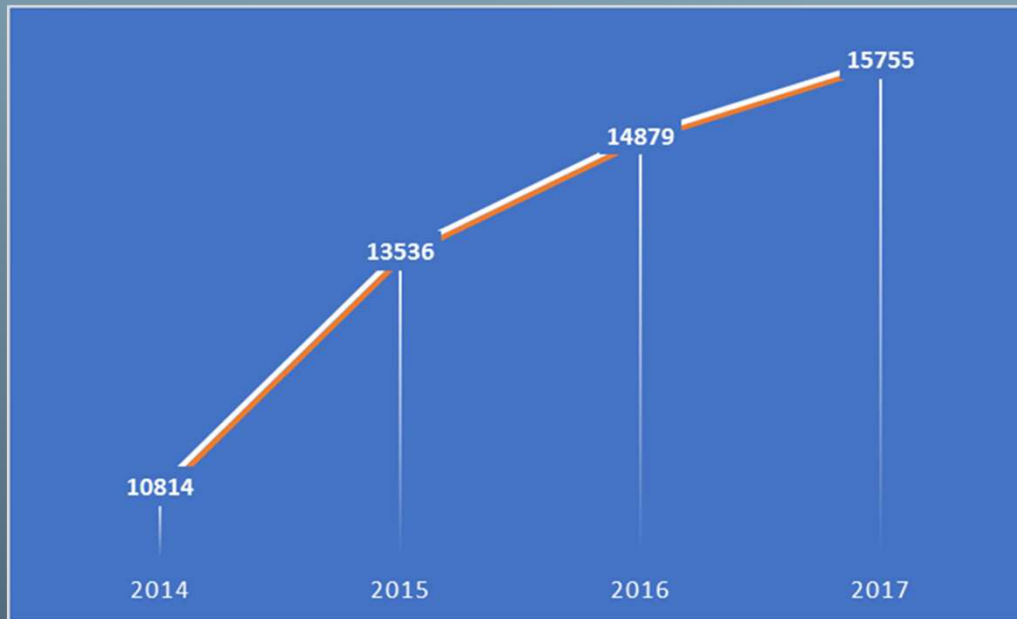




- ▶ Difficult with less than 15,000 CFS per year
- ▶ Average CFS times = 30 - 45 minutes
- ▶ Minimum staffing of 14 – 21 officers assigned to road duty
- ▶ Does not include detective(s) or departmental leadership

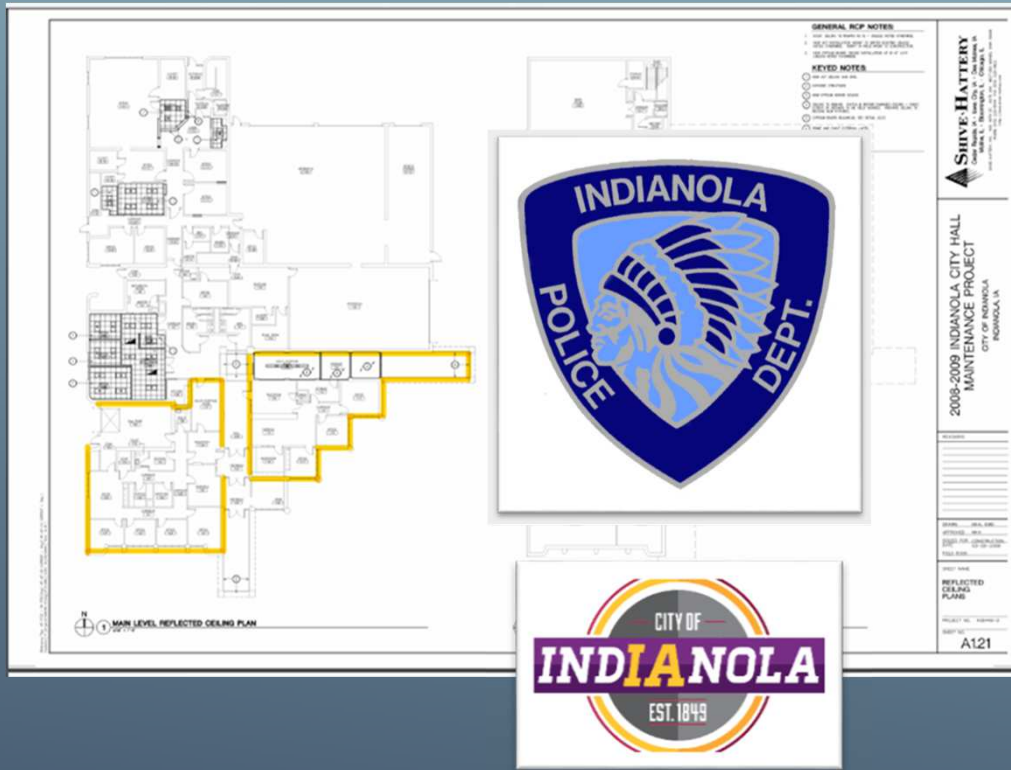
WORKLOAD ANALYSIS





- ▶ Currently utilize 3 FTE's
- ▶ Also maintain 2 PT assistants
- ▶ 46% workload increase since 2014
- ▶ Additional officer considerations

CLERICAL ACTIVITY



- ▶ 2011 study indicated need for additional 4,255 square feet
- ▶ Shared offsite storage facility
- ▶ Overall logistics – office size
- ▶ Break room/evidence drop boxes
- ▶ Evidence room
- ▶ Geographic separation
- ▶ Additional personnel considerations

IPD SPACE MANAGEMENT

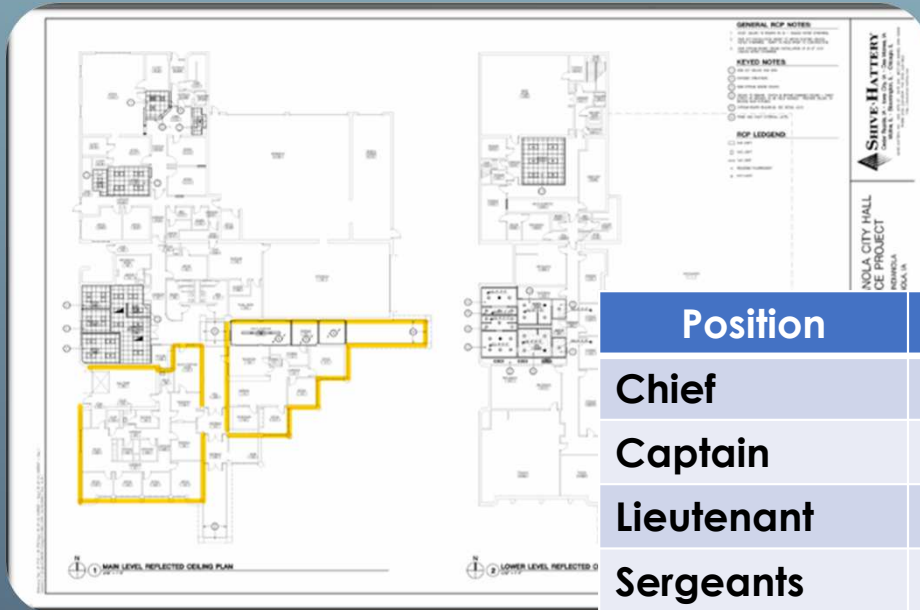




IPD Office	Square Footage	Iowa DAS Standards	Industry Averages
Chief	196	300	200-400
Captain	138	230	150-250
Lieutenant	115	140	90-150
Sergeant (3)	189	100 p/p	80-100 p/p
Squad Room (14)	115	80 p/p	80-100 p/p

OFFICE SPACE STANDARDS





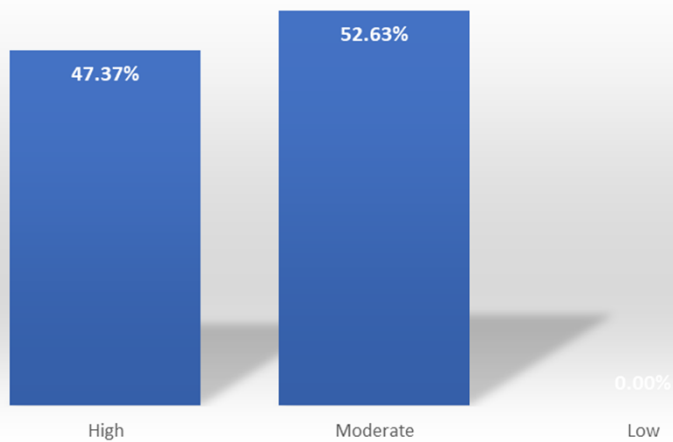
Position	Current	Proposed
Chief	196	300
Captain	138	200
Lieutenant	115	120
Sergeants	189	270
Patrol Officers	115	1620
Totals	753	2510



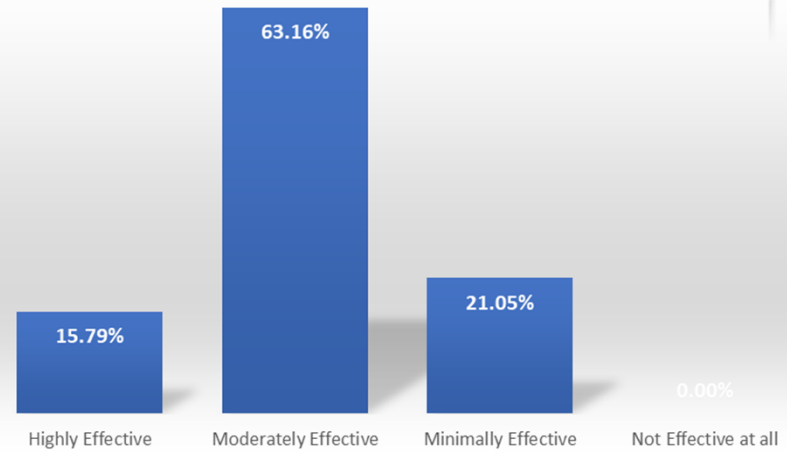
OFFICE SPACE COMPARISON



Morale



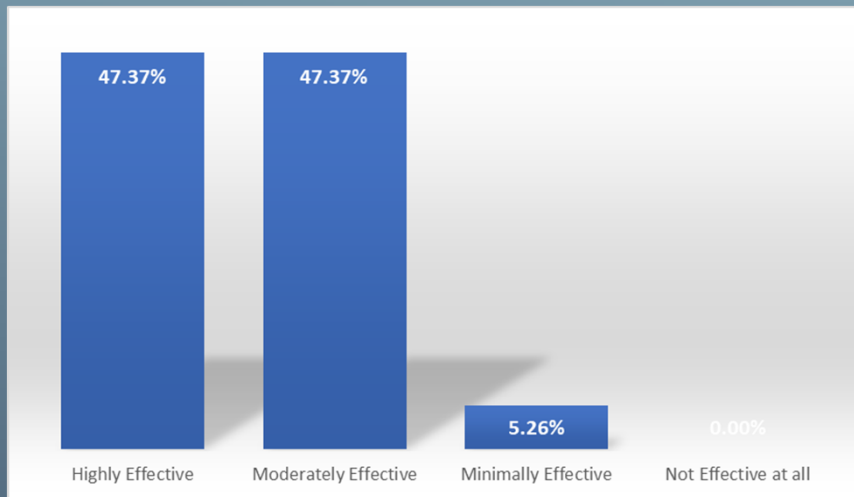
Training



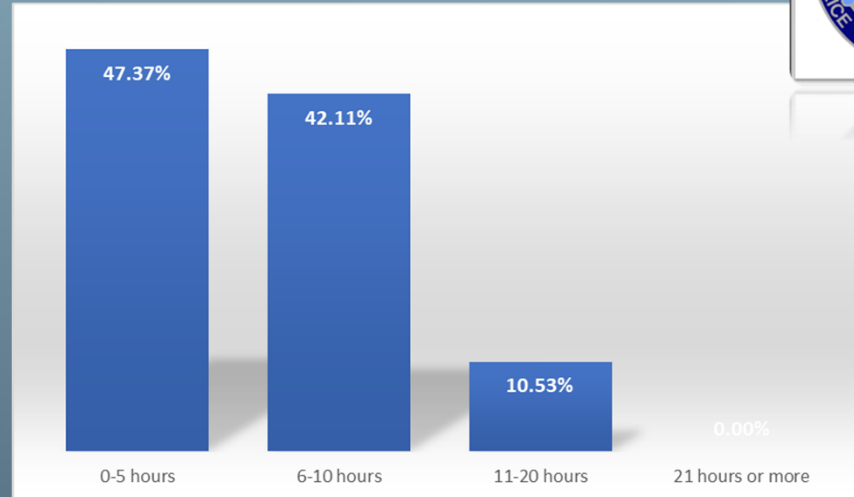
IPD OFFICER SURVEY



Community Services



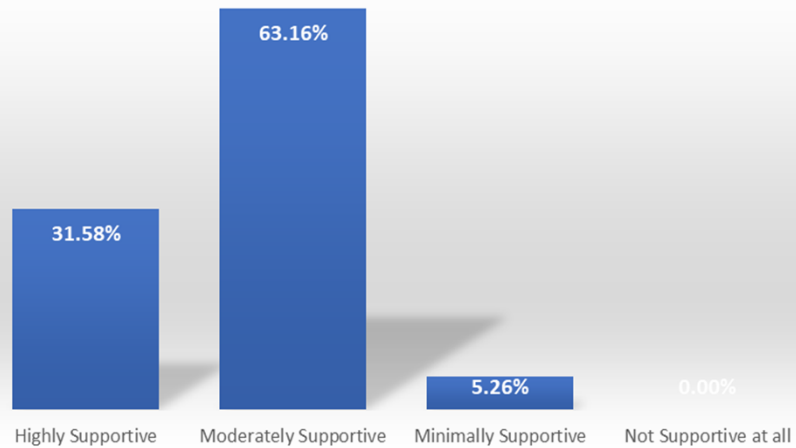
Community Policing



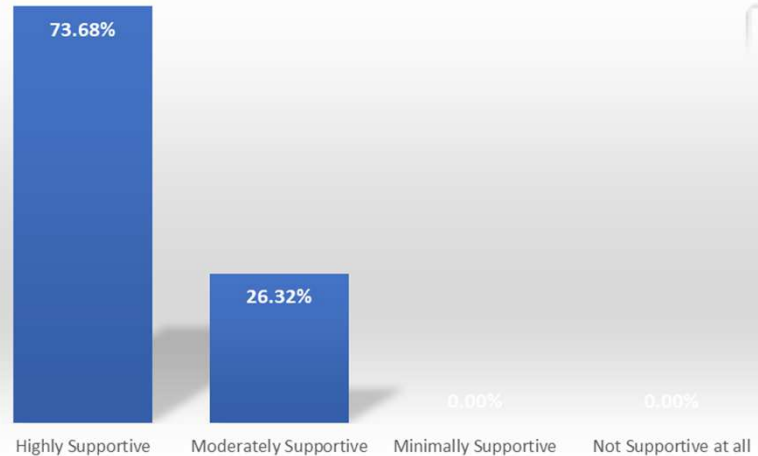
IPD OFFICER SURVEY



Government Support



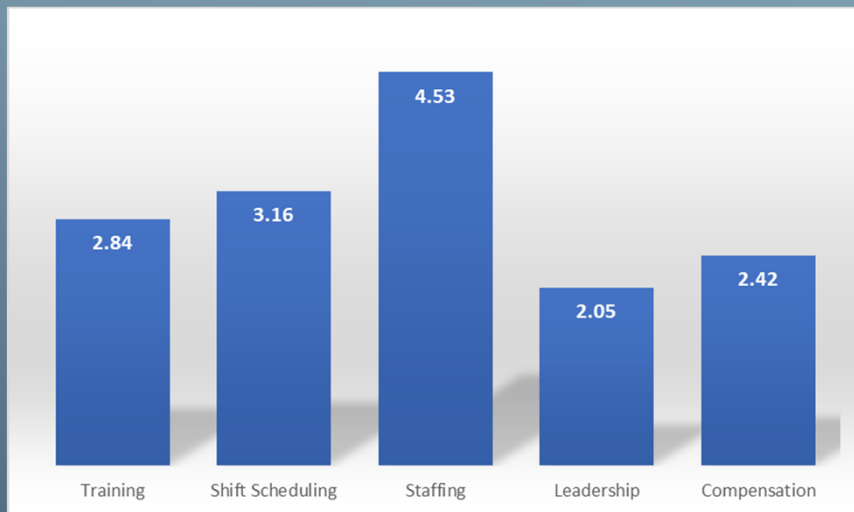
Community Support



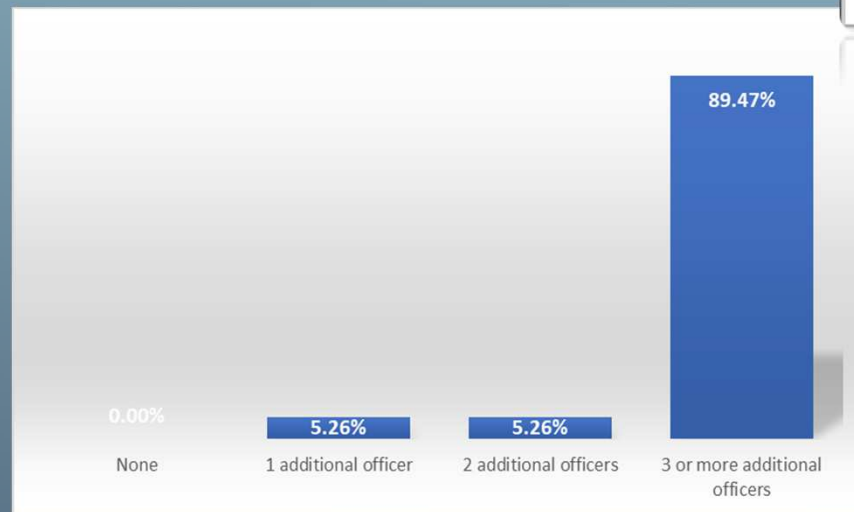
IPD OFFICER SURVEY



Greatest Challenges



Officers Needed



IPD OFFICER SURVEY





- ▶ Hire 4 additional police officers
- ▶ Hire 1 additional clerical employee
- ▶ Update/expand police department office space



RECOMMENDATIONS



City	Population	Total LE Employees	Sworn	Non-Sworn	Ratio	Violent crime	Property crime	Total Offenses	Crime Rate (per 100K)
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- ▶ IPD ratio currently at 1.28
- ▶ Cohort average is 1.42
- ▶ Hiring 4 additional officers brings IPD to 1.54

IPD COHORT COMPARISON

IPD Staffing – Now

- ▶ 20 officers total
- ▶ 1 chief
- ▶ 1 captain
- ▶ 1 lieutenant
- ▶ 3 sergeants
- ▶ 14 officers



IPD Staffing - Proposed

- ▶ 24 officers total
- ▶ 1 chief
- ▶ 1 captain
- ▶ 1 lieutenant
- ▶ 3 sergeants
- ▶ 18 officers

STAFFING LEVEL COMPARISON



- ▶ 10-hour shift optimization
- ▶ Better coverage (3-4 officers per shift)
- ▶ Flexibility with additional staffing responsibilities (investigations, Simpson College, local schools)
- ▶ Commensurate growth with local population trends
- ▶ Greater impact on public safety and enforcement



STAFFING INCREASE ADVANTAGES





QUESTIONS

